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Dave Lewis, Volkswagen Canada

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Key
business
issue



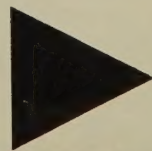
Buy-in
from
the team



Establish
performance
improvement
goals



ACTION



Sustained
improvement
system

REAL ISSUES - SOLUTIONS THAT WORK

To preview a 10 minute video, a 17 minute audio tape, or for more information, call: 561-7414

Hamilton Board of Education 1993: A Report to the Business Community

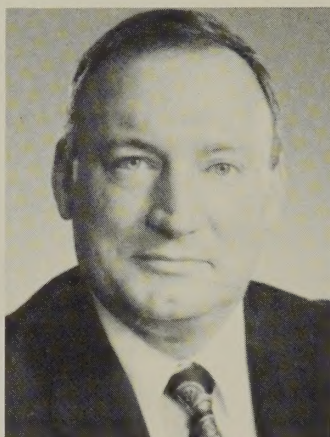
Donald W. Goodridge

Director of Education and Secretary of the Board

The Hamilton Board of Education is a \$286-million enterprise, and, like all businesses represented by the Chamber of Commerce, it is subject to the economic and social environment in which it operates. We, too, have customers, employees, suppliers, shareholders, a board to which we report, and numerous government regulations under which we operate. We also have shared similar frustrations and challenges throughout 1993, a year which I believe has been one of the most difficult for education in our history.

It's important to emphasize, however, that we have responded to these challenges with one overriding objective — the education of our children.

Often our focus shifts to "adult issues"



— budgets, personnel matters, policies, procedures, and plant operations. Yet, while we deal with these "adult" matters, we must deal with them in ways that will ensure quality programs and services for

our students. And that, I am proud to report, is something that your Board of Education has managed to do consistently, through good times and bad.

In the following pages, you will find a special condensed version of our 1993 Director's Annual Report. It was prepared especially for *Panorama* readers to highlight some of our achievements in preparing Hamilton children for further education and the rapidly-changing workplace.

While I am reporting to you, the business community of Hamilton, about 1993, I also want to discuss the challenges of 1994 and beyond and how we plan to address them.

First, we must ensure that our children stay in school. That's the only way we can help them prepare for the future. More than 95 per cent of our students will require

IN A WORLD THAT DOES NOT CODDLE.

Of all the reasons for choosing a private school education for their children, many parents prize self-discipline and personal accountability above all. So does the world. Those who achieve their dreams, in any field they choose, exhibit these qualities, which have been nurtured at Hillfield Strathallan for several generations. Please write or call to arrange an informal visit. Thank you.

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P.J. Daly
Chairperson

J.G. Ponikvar
Director

Phone: 905-525-2930

higher education by the year 2000, because only 15 per cent of all jobs will be unskilled. I don't need to remind you that only a few years ago only 15 per cent of our graduates went on to higher education.

Our Board has committed to providing our students with whole education — knowledge, technological skills, behavioural and social skills — to enable them to meet the challenges and to reap the rewards of higher education and the new workplace. Those skills, attitudes and behaviours are reflected in the Conference Board of Canada's Employability Skills Profile, within the new *Common Curriculum*, and in our Board's recently approved mission statement and beliefs for literacy.

In today's complex information and technology-based society, the traditional concept of literacy — being able to read and write at a functional level — is no longer enough. We have a new working definition of literacy for the 1990s: "To be able to interact through and with a variety of communication forms." These include print; written and spoken languages; graphics; computers; as well as the new technologies of mass communication.

(Continued on page 11)

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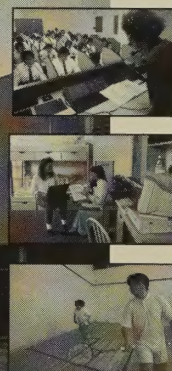


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H.R. Mills, B.A.,
Director of
Overseas Admission





LEARNING FOR LIFE AND WORK

Students must be able to use technology effectively to help them solve complex problems and use the vast amount of information available to them. To assist JK to Grade 5

students in this process, **full computer labs** - along with other technology, such as CD-ROMs, laserdisc and video digitizing equipment - have been

supplied in each school. Teaching with computers and other technologies not only helps to prepare students for future careers, but also enables them to integrate technology into their every day learning. **CD-ROM technology provides quick access to a warehouse of information**, and multimedia products allow students to interact with the information on the screen. For example, **Parkdale** students are part of the "Jason Project" through the **Ontario Science Centre**, which allows them to communicate, by modem, with the Science Centre and with scientists in the Belize rainforests. Students also can conduct experiments in partnership with the scientists. ■ At the

secondary level, **Sherwood's Classroom**

Connections is an example of global learning through technology. A group of Grade 11 and 12 students taking an environmental course are connected, via modem, with other students in Japan, Germany, and the United States to investigate specific environmental issues.

■ Our school **learning resource centres** provide many opportunities to learn critical information skills, such as locating, processing and communicating information. ■ We continue to automate the manual card catalogues in our libraries; to date, 14 of 16 secondary, and 11 of our elementary libraries are automated.

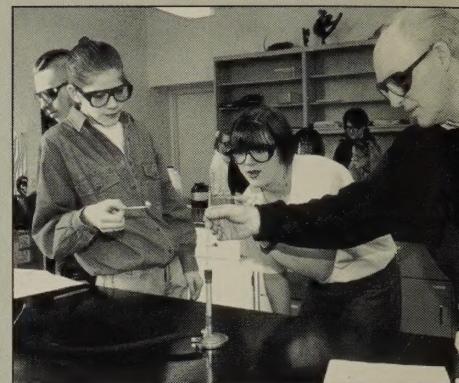
■ Our **Transitional Work Experience Program**, a school-to-work transition program

"Peacemakers" from Memorial School were recognized with a CAVEAT Award for their initiative in violence prevention in their school. More than 60 student peacemakers help at recess and noon-hours by encouraging their peers to develop non-violent solutions to their problems. Each peacemaker receives six hours of training before beginning duty.

for students with special needs, will celebrate its 5th anniversary in 1994. This joint venture, with some 50 local employers, provides an opportunity for special needs adolescents to develop important employability skills necessary for increased independence and gainful employment. Supporting organizations include: the **Hamilton Tiger Cat Association**, **White Rose Nursery**, **McMaster Volunteers**, **Zellers**, and the **City of Hamilton Garage**.

SELF & SOCIETY: "Fostering Cultural Harmony" was the theme of in-service opportunities in **multicultural and anti-racism education**, sponsored by our Board's teachers' federations and community organizations. ■ In order to **promote a safe society**, we must focus on the leaders of tomorrow, our children. With that objective, the **Hamilton Women Teachers' Association**, along with numerous community organizations, held a **student conference on Media Violence**, in October. Student representatives from Grades 2 through 8 participated in the conference and workshops, which were designed to prepare students with positive responses to violence in society, and to convey those responses to their fellow students. Community participants included **Hamilton-Wentworth Police Services**, **Community Child Abuse Council**, **Canadians Concerned About Violence in Entertainment (C-CAVE)**, **Catholic Children's Aid Society**, **Hamilton Council of Home and School Associations**, **YTV**, **TVOntario**, and **Media Watch**. ■ The Community Child Abuse Council of Hamilton-Wentworth and the three local school boards continued to implement **violence prevention education**, with 10 additional schools joining the program. The local initiatives were highlighted at the Central Ontario Regional Forum 1993, which had as its theme, "LINKS" around violence prevention.

MATH ♦ TECHNO



* Grade 8, Grade 10 general, and Grade 12 **advanced mathematics courses will be evaluated** in 1993-94 using the provincial review instruments developed in 1990.

* **Ainslie Wood Secondary School** students and staff launched a pilot program to focus the school's operational, administrative and student programs on a "**zero waste environment**". The integrated program links nine different academic and technical departments within the four core program areas of the Common Curriculum. As a result of the program, and with the help of an automated composter which handles all of the school's kitchen and cafeteria waste - the first at an Ontario school - waste for the landfill has been reduced by 85%. The program has

STAFF & STUDENT ACHIEVEMENTS

* *These are a few examples of achievements listed in our full 1993 Director's Report.*

SCHOLARSHIPS

♦ *Hamilton secondary school graduates won a total of more than \$172,000 in university and college entrance scholarships in 1993, which included: two \$16,000 President's scholarships from the University of Guelph; three \$10,000 McMaster University Entrance Scholarships; a \$10,000 McGill University 4-year Entrance Scholarship; and a \$10,000 4-year University of Toronto Scholarship.*

TECHNOLOGY ♦ SCIENCES



Science department head, Alex Macfarlane, (pictured, left) with Delta Secondary School students in a destreamed science class. The grade 9 program was destreamed in all Hamilton Board secondary schools, as of September 1993, allowing students of different talents and abilities to work together.

also caught the interest of other school boards, the Region, private business, and several potential community based partners. The program was developed through the support of the co-ordinators of Science, Environmental/Outdoor Education and Technological Education.

* Many Hamilton secondary schools received funding from the Ministry of Education and Training to revitalize their **technological education programs**. As a result of the funding, and the Board's commitment to these programs, Hamilton has **some of the best technological education programs in the province**. With improved facilities, equipment and training, students are now being prepared with important **social and employability skills**.

LANGUAGES

LITERACY — A BOARD PRIORITY

In June 1993, the Board approved a mission statement and beliefs about literacy standards for students across our school system.

The focus of literacy is to ensure that students are competent in four areas critical for success in the Age of Information and Technology:

LANGUAGE LITERACY - competency in reading, writing, listening and speaking

TECHNOLOGICAL LITERACY - understanding and using technologies in daily life, such as computers, videos and laserdiscs

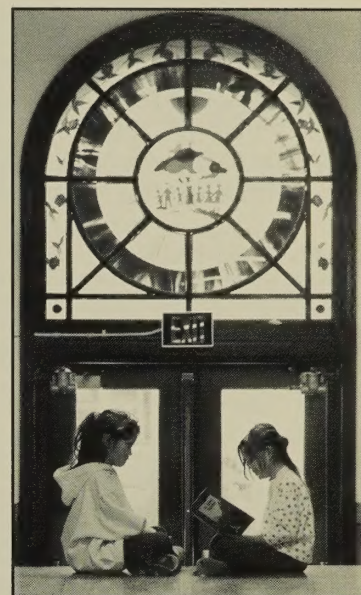
MEDIA LITERACY - understanding and using media forms, such as graphics, numbers and other symbols

ARTS LITERACY - understanding and using of art forms, such as dance, drama, literature, music and visual arts in mass communications.

A **Literacy Across the Curriculum Report** was presented to Board, which included imperatives, such as: **Accountability** (specific standards for literacy learning will be developed, implemented and communicated to parents/public by or before September 1996); **Staff Development** (ongoing literacy training for all school staff must be a priority); **Redeployment or Reallocation of Resources** (literacy must be a priority in the reallocation and redeployment of our fiscal, human and material resources, as a school system.)

■ A review of the Board's whole language program - *Growing Into Language* - indicated that students' **word reading skills increased by 15%, phonetic analysis skills increased by 20%, and writing skills doubled**. Students' overall attitudes to reading, also improved. The program was released in 1989 in SK to Grade 3.

■ The Board's **evaluation of student achievement in Grade 8 Core French** (1989 to 1992) indicates the following improvements: grammatical accuracy up 5.3%, accurate transmission of messages up 17.7%, listening comprehension up 19.3%, and reading comprehension and deductive thinking up 17%.



♦ There was also one outstanding international distinction, in 1993: Westdale student **Rob Scott**, beat 20,000 competitors to win a **\$40,000 (US) full 4-year music scholarship** to attend Boston's prestigious Berklee College of Music.

TEACHER AWARDS A number of Hamilton teachers received awards and honours for their outstanding contributions to the education of our students. Here is a small sample:

♦ **Cheryl Ende**, English-as-a-Second Language (ESL) teacher at **Sir John A. Macdonald Secondary**, was selected as the Reader's Digest Outstanding Leader in Education for 1993, and was presented with a cheque for \$10,000 and a matching cheque of \$10,000 for her school. Ms. Ende has been instrumental in helping Sir John A. Macdonald, as well as other schools, meet the challenges of change by modifying the way in which subjects are taught to ESL students. ♦ **Ruth Brandon**, Computers in Education Consultant, and **Dave McKay**, mathematics department head at **Sir John A. Macdonald**, received Prime Minister's Awards for teaching excellence in science, technologies and mathematics.

VOLUNTEERS ♦ Parent **Wendy Moore-Spors** helped develop and raise funds for "Kidestrian", a traffic safety program for children.

SCHOOL AWARDS ♦ A number of Hamilton schools received awards for special and innovative programs: **Hill Park Secondary** received **The Mayor's Award for Excellence in Race Relations** in the school category. A curriculum plan designed to address the Board's race relations and ethnocultural equity policy won the students and staff of **Lincoln M. Alexander School** special recognition by Multiculturalism and Citizenship Canada. The plan, entitled "Celebrate Our Differences", was one of 21 winning entries from across Canada. ♦ Completion of 100 environmental projects earned **Gordon Price School** the status of Environmental Green School from the SEEDS Canada Foundation. **Richard Beasley Elementary** won a gold award from the SEEDS program. ♦ **Westmount Secondary School's Jazz Band** came back to Hamilton with a silver medal from Musicfest Canada, in March.

For a full copy of the Director's 1993 Annual Report, please contact the Public Relations Department of the Director's Office
100 MAIN STREET WEST,
HAMILTON, ONTARIO
L8N 3L1 TELEPHONE
(905) 521-2508



**THE BOARD OF EDUCATION
FOR THE CITY OF HAMILTON**

LE CONSEIL DE L'ÉDUCATION DE LA VILLE DE HAMILTON

DONALD W. GOODRIDGE, Director of Education
BERT ALLEN, Chairman of the Board

1993 DIRECTOR'S REPORT SPECIAL HIGHLIGHTS

CONTINUED FROM THE PREVIOUS PAGE

PUBLIC
INVOLVEMENT/PARTNERSHIPS

* *Many more partnerships are included in our full 1993 Director's Annual Report.*

Inner-city students were the beneficiaries of a \$10,000 grant from the **Hamilton Rotary Club** to our Board. The donation supported the establishment of five special projects at four compensatory education schools.

Through our co-operative education program, more than 1,700 secondary students have placements in 1,000 area businesses.

- The Board is working with the **Industry-Education Council**, **Mohawk College**, the **Ministry of Education and Training's Apprenticeship Branch**, the **Ontario Training Advisory Board**, **Transkills** (Hamilton-Wentworth Skills Training Advisory Unit) and local industry representatives to develop apprenticeship programs for students in Hamilton and the Region.

A number of technology studies students received awards in 1993 from organizations, such as: **Canada Mortgage and Housing Corporation**, the **Hamilton Draftsmen's Association of Ontario**, **Skills Canada**, and the **Student Building Trades Trust Fund**. In addition, the **Hamilton Home Builders Association's Student House Design Contest** attracted many entries, with the students' designs being judged by local builders, architects, and real estate personnel.

Many Hamilton and area service organizations give their time, talents, and funds to our students and schools. For example, the **Hamilton East Kiwanis Club** awarded eight bursaries totalling \$5,525 to deserving students.

In partnership with the **Downtown Rotary Club**, four half-day career awareness sessions were held for more than 2,000 of our Grade 8

students so they could learn more about traditional jobs, information and technology careers as well as future entrepreneurial opportunities.

A partnership between **École secondaire Georges-P.-Vanier** and **Westbury Canadian Life** has provided benefits to both parties: Westbury Canadian Life employees use the school facilities and in return, the company offers scholarships, co-op placements and summer employment to the students.

The **Body Shop** stores helped raise funds for the Breakfast Program in our compensatory education schools. And starting in the new year, each store will be volunteering a minimum of one hour a week to read to, or listen to a primary student read, in three of our schools.

Photos reprinted courtesy of the Hamilton Spectator and the Mountain News.

PARENT INPUT KEY
IN COMMON
CURRICULUM
IMPLEMENTATION

The Ministry of Education and Training released its **Common Curriculum** for Grades 1 to 9, in February 1993. The policy, which focuses on student learning outcomes, must be implemented by all school boards by September 1996.

The **Common Curriculum** focuses on an interrelated approach to learning through four program areas: language; the arts; self and society; and mathematics, science and technology.

The Common Curriculum calls for:

- the establishment of solid learning standards for what students are required to have learned by Grades 3, 6 and 9;
- improved accountability for both teachers and students with clear statements of expected outcomes for learning programs;
- ongoing assessment and evaluation involving teachers, parents and students;
- and changes to reporting methods so that parents have more specific information about how well their children are doing.

A steering committee has been set up by our Board to manage the **Common Curriculum** process, in Hamilton. Parent representation is an important part of the process. Home and School Association representatives are on the committee and have held focus groups with parents to determine their concerns and to provide input on **Common Curriculum** implementation.

STUDENT ENROLMENT
FOR DECEMBER 1993

Elementary	26,687
Secondary Composite	12,000
Secondary Vocational	769
Developmentally Challenged	171
Total	39,627

Plus 11,579 Continuing Education students.

SCHOOLS AND FACILITIES
FOR 1993-1994

Elementary	77
Secondary Composite	11
Secondary Vocational	4
Secondary - French Language	1
Adult Education Centres	2
Outdoor Education Centres	2
Community facilities	14
Other	2
Total	113

TEACHING STAFF
AS OF DECEMBER 1993

(FULL-TIME EQUIVALENTS)	
Elementary	1,638
Secondary Composite	840
Secondary Vocational	87
Georges-P.-Vanier	36
Teachers for Dev. Challenged	26
Total	2,627

STAFF

AS OF DECEMBER 1993
(FULL-TIME EQUIVALENTS)

Administrative	450
Bus Supervisors	17
Caretakers/Cleaners/Cooks	526
Co-ordinators/Consultants	59
Educational Assistants	232
Lunchroom Assistants	4
Lunchroom Supervisors	85
Secondary & Vocational Cafeteria	8
Staff on loan	42
Total	1,423

BUDGET 1993

EXPENDITURES

Instruction	\$209,886,400	(73.4%)
Instructional supervision	\$10,510,900	(3.7%)
Plant Operations	\$35,735,800	(12.5%)
Transportation	\$5,937,500	(2.1%)
Other (such as Admin, Support Services, Debt Charges, Reserves etc.)	\$23,725,000	(8.3%)
Totals	\$285,795,600	
	(\$277,392,200 in 1992)	

SOURCES OF REVENUE

Hamilton Property taxes	\$160,176,000	(56.0%)
Ontario Government Grants	\$89,006,000	(31.1%)
Other	\$36,613,300	(12.9%)
Totals	\$285,795,600	
	(\$277,392,200 in 1992)	

Hamilton Board of Education 1993: A Report to the Business Community (Continued)

With respect to core literacy requirements, I am pleased to report that a review of our Board's whole language program — *Growing into Language* — indicated that our students' word reading skills increased by 15%, phonetic analysis skills by 20%, and writing skills by 100%.

On the technological side, our elementary school students now have access to full computer labs complemented by CD-ROMs, laserdisc and video digitizing equipment. And innovative programs have been developed around these technologies throughout our schools. For example, Parkdale Elementary students use a Science Centre modem to conduct experiments in partnership with scientists in the Belize rainforests.

We also have developed more, and better, links with business and industry, so that we can continue to give our students the skills and knowledge industry really needs. I wish to draw special attention to the dynamic partnership programs included in the Director's Report Highlights that

follow.

I am also happy to report that we are making tremendous progress in the area of cooperative education programs. We have placed more than 1,700 of our students in 1,000 area businesses. Many of these businesses are, of course, Chamber members. And through the Industry-Education Council, the first in Canada, we have Partners in Education, with 11 of our secondary schools linked to 21 businesses.

Previously, I mentioned the tremendous fiscal challenges facing all of us. In the past year, through restructuring initiatives and Social Contract negotiations, we've made some very tough decisions, balancing our children's educational needs on the one hand, with the community's demands for fiscal restraint, on the other. As a result, we've achieved real cost savings. For example:

- We are projecting a \$17.6 million reduction in 1994 Budget expenditures;
- Recent restructuring initiatives have reduced 11.9 positions for a saving of

\$578,000, in addition to 90 positions downsized in our 1993 Budget;

- In 1993, we created a Mill Rate Stabilization Reserve of \$5.7 million which will reduce the impact of future mill rate fluctuations;
- And we are participating with other local Boards to find ways to share resources and achieve savings, such as the transportation agreement we signed with the Hamilton-Wentworth Roman Catholic Separate School Board.

Working with parents, business and community leaders, we continue to strengthen our commitment to providing the kind of learning opportunities and skills our students will need as they enter an increasingly complex world. We've made great strides over the past year — many of which are included in the following Director's Report Highlights — and I know we will continue to make even greater achievements in 1994 and beyond.

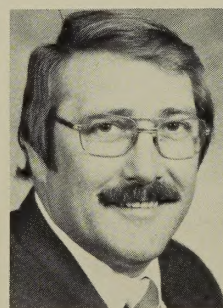


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Mainstream Access Corp.
Anne Birmingham, M.A., Director
120 King St. West, Suite 1075,
Hamilton, L8P 4V2
Tel. (905) 523-6167 Fax: (905) 523-6694

Workplace Solutions,
346 Aberdeen Avenue,
Hamilton, L8P 2R5, Tel. (905) 529-5387

INSURANCE

Ron Beriault, C.L.U., CH.F.C.
Skyway Life Insurance Agencies Inc.,
2205-25 Main St. West,
Hamilton, L8P 1H1, Tel. (905) 525-7247

INTERIOR DESIGN &

OFFICE PLANNING

Nieuwland Associates Inc.,
131 John St. South, Suite 202,
Hamilton, L8N 2C3
Tel. (905) 523-5945 Fax: (905) 523-0754

Terence Webster Design Associates Ltd.,
P.O. Box 244,
Dundas, L9H 5G1, Tel. (905) 627-9221

INVESTIGATIONS

Bay Area Investigations & Protection Services,
90 John Street South,
Hamilton, L8N 2C1, Tel. (905) 529-6002

JANITOR SERVICE

Janitorial Development,
(Hamilton) Co. Ltd.,
350 Kenilworth, L8H 4T3, Tel. (905) 545-5875

LAWYERS

James S. Cimba
Burns, Cimba
Commerce Place, Suite 1100,
One King St. West,
P.O. Box 987, Hamilton, L8N 4B7,
Tel. (905) 522-1381 Fax: (905) 522-0855

Evans, Philp
1 King Street West, Suite 1600,
Hamilton, L8P 1A4
Tel. (905) 525-1200 Fax: (905) 525-7897

Lewis Brown, Scarfone, Hawkins
120 King St. West, Suite 1050,
Hamilton, L8P 4V2, Tel. (905) 523-1333

MANAGEMENT ACCOUNTANTS

Patrick R. Moore, MBA, CMA
51 Kings Mead Ct.
Hamilton, L9C 4J7
Tel. (905) 388-5744 Fax: (905) 388-9833

MANAGEMENT CONSULTANTS

Ernst & Young Management Consultants,
100 King Street West,
Hamilton, L8P 1A2
Tel. (905) 526-8880 Fax: (905) 526-9935

LCM Associates
10 George St., 4th Floor,
Hamilton, L8P 1C8, Tel. (905) 529-4884

OPTICIANS

Skinner Opticians
15 John St. North,
Hamilton, L8R 1H1, Tel. (905) 529-5274

SECURITY PATROL SERVICES

Bay Area Investigations & Protection
Services Ltd.
35 Main St. N., P.O. Box 8000,
Waterdown, L0R 2H0, Tel. (905) 529-6002

SECURITY SYSTEMS

Astech Security Systems Inc.
4 Keefer Court, Unit #1,
Hamilton, L8E 4V4
Tel. (905) 573-0404 Fax: (905) 573-0408

Pasword Protection Services Inc.
122 Hughson St. South,
Hamilton L8E 4V4
Tel. (905) 573-0404 Fax: (905) 521-0516

TRANSLATION SERVICES

Girard Translation Service,
946 King Street East,
Hamilton, L8M 1C2, Tel. (905) 547-8704

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2 King St. W., Jackson Square,
Hamilton, L8P 1A1, Tel. (905) 522-7300

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